

**INFORMATION SERVICES AND
COMMERCIAL SYSTEMS
INTEGRATION**

An Opportunity Profile

**Don Fostle
Vice President
INPUT**



- **Commercial Systems Integration is an Emerging Market Which Can Impact the Strategies of a Wide Range of Information Industry Firms.**



- **Among Those Potentially Impacted Are:**
 - **Software Providers**
 - **Professional Services Firms**
 - **Hardware Manufacturers**
 - **Telecommunications Vendors**
-



DEFINITION OF CSI

- **CSI is a Single-Source Approach to the Design Development and Implementation of Large Systems Wherein One Vendor Takes Responsibility for All (or Most) Aspects of a System Including Hardware, Software, and Communications**

FURTHER REQUIREMENTS

- The System Must be Large, i.e., Over \$5 Million in Development Cost
- Custom Software and Networking Must Be Present



THE GENESIS

- Although Occasionally Practiced Elsewhere, Systems Integration Has Its Contemporary Beginnings in the Federal Government Sector

- **Under Policy Mandates to Use Private Sector Sources Whenever Feasible, Federal Agencies Developed the Concept of Systems Integration Under a "Life Cycle" Concept.**

- **In Federal, It Is Common for a Vendor (with Subcontractors) to Build and then Operate Immense "ADP" Systems**



● **In the Federal Sector S.I. Encompasses**

- **Systems Design**
 - **Packaged Software**
 - **Professional Services**
 - **Facilities Management**
 - **Maintenance**
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1. The first part of the paper discusses the importance of maintaining accurate records of all transactions.

2. It then goes on to describe the various methods used to collect and analyze data.

3. The next section discusses the results of the study and the conclusions drawn from them.

4. Finally, the paper discusses the implications of the findings for future research.

5. The paper concludes with a summary of the main findings and a list of references.

6. The paper is written in a clear and concise style, making it easy to read and understand.

7. The paper is well organized and easy to follow, with a clear flow of ideas.

8. The paper is a valuable contribution to the field of research and is highly recommended.

- **Current INPUT Forecasts Place the Federal Market at \$800 Million in 1985 and Growing at a 16% Average Annual Growth Rate to \$1.9 Billion in 1991.**
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● **Federal Sector Participants Include:**

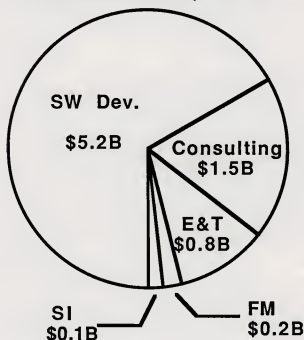
- **Service Firms**
 - **Aerospace Firms**
 - **Hardware Manufacturers**
 - **Telecommunications Vendors**
 - **Professional Services Firms**
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- **Through a Combination of Forces, the Systems Integration Concept is Moving to the Commercial Sector**
- **INPUT tracks CSI under "Professional Services"**

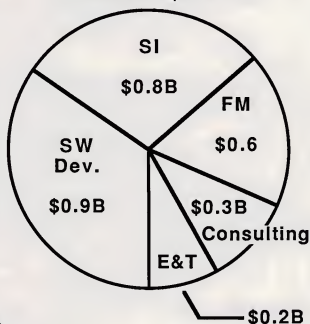
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**PROFESSIONAL SERVICES SEGMENTS
1985 EXPENDITURES,
FEDERAL AND COMMERCIAL**

Commercial \$7.8 B



Federal \$2.8 B

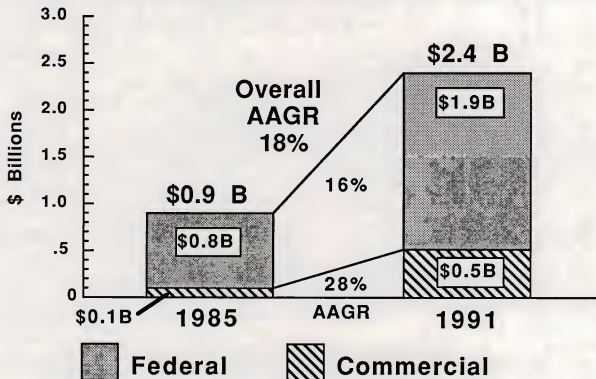




- **Systems Integration in the Commercial Sector Is Still a Miniscule Factor (only \$135 Million in 1985) but Is Expected to Grow Very Rapidly to about \$630 Million by 1990.**
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SYSTEMS INTEGRATION 1985 EXPENDITURES AND 1991 GROWTH





- **This is Among the Most Rapidly Growing Areas Tracked and Events May Have Overtaken the Forecast Rendering It Conservative**
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CSI SUPPLY FACTORS

- On the Supply Side, a Major Factor in CSI Will Be the Interest of Federal Suppliers in "Leveraging" their Federal Skills.
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CSI SUPPLY FACTORS

- **Hardware Manufacturers Find the Business Attractive Because It Enhances Account Control and Provides Additional Ways to "Embed" Equipment**
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The first part of the paper discusses the importance of the research and the objectives of the study. It then presents a literature review of the existing research on the topic. The methodology section describes the research design and the data collection process. The results section presents the findings of the study, and the conclusion section summarizes the main findings and provides recommendations for future research.

The study was conducted in a laboratory setting, and the data were collected using a series of experiments. The results of the experiments were analyzed using statistical methods, and the findings were compared to the results of previous studies. The study found that the research objectives were achieved, and the results were consistent with the findings of previous research.

The study also found that there are several factors that influence the results of the research. These factors include the experimental design, the data collection process, and the statistical methods used to analyze the data. The study provides recommendations for future research, including the need for further research on the topic and the need to improve the experimental design and data collection process.

The study is a valuable contribution to the field of research, and it provides a clear and concise summary of the findings. The study is well-written and easy to read, and it provides a clear and concise summary of the findings. The study is a valuable contribution to the field of research, and it provides a clear and concise summary of the findings.

CSI SUPPLY FACTORS

- **Telecommunications Vendors see CSI as a Way to Add Value and Guarantee Transmission Share**



- **Software Suppliers See CSI as a Way
To Increase Professional Services
Activity, as Do P.S. Firms Themselves**

- **The Multiple Activity Nature of CSI
Makes it "Franchise Expanding"
for Most Potential Participants**



- **From a Defensive Perspective, CSI Implies a Much Greater Degree of Account Control and an Improved Ability to Fend Off Competitive Incursions.**

the 1990s, the number of people in the UK with a mental health problem has increased by 50% (Mental Health Foundation 2000). The prevalence of mental health problems in the UK is estimated to be 10% (Mental Health Foundation 2000).

There is a growing awareness of the need to address the needs of people with mental health problems. The UK government has set out a strategy for mental health care (Department of Health 1999). This strategy aims to improve the lives of people with mental health problems by providing them with the best possible care and support. The strategy also aims to reduce the stigma and discrimination that people with mental health problems often experience.

One of the key challenges in mental health care is how to provide care and support in a way that is respectful of the rights and dignity of people with mental health problems. This is a challenge because people with mental health problems often experience stigma and discrimination, which can make it difficult for them to access the care and support they need. It is also a challenge because people with mental health problems often have complex needs that require a coordinated approach to care and support.

One way to address these challenges is by using a person-centred approach to care and support. A person-centred approach means that the individual is at the centre of the care and support process. The individual's views, preferences, and needs are taken into account when making decisions about care and support. A person-centred approach also means that the individual is given the opportunity to participate in decisions about their care and support.

Another way to address these challenges is by using a recovery approach to care and support. A recovery approach means that the goal of care and support is to help the individual recover from their mental health problem. Recovery is a process that involves the individual taking control of their life and achieving their goals. A recovery approach also means that the individual is given the opportunity to participate in decisions about their care and support.

There are many ways to provide care and support to people with mental health problems. The best way to provide care and support will depend on the individual's needs and preferences. It is important to work with the individual to develop a care and support plan that meets their needs and preferences. It is also important to provide care and support in a way that is respectful of the rights and dignity of the individual.

There are many challenges in mental health care, but there are also many opportunities. By using a person-centred approach to care and support, and by using a recovery approach to care and support, we can improve the lives of people with mental health problems. We can also reduce the stigma and discrimination that people with mental health problems often experience. We can also help people with mental health problems to achieve their goals and live the lives they want to live.

There are many ways to provide care and support to people with mental health problems. The best way to provide care and support will depend on the individual's needs and preferences. It is important to work with the individual to develop a care and support plan that meets their needs and preferences. It is also important to provide care and support in a way that is respectful of the rights and dignity of the individual.

CSI DEMAND FACTORS

- **Demand Factors are Complex--Among Them Are:**
 - **Increasing System Complexity**
 - **Perceived Technical Limitations**
 - **Need For Network Rationalization**
 - **Historical Problems with On-Time, On-Budget Delivery of Systems**
 - **Project Management Skills**
-



CSI PSYCHOLOGY

- **CSI is Fraught with Complexity from a Demand Perspective (i.e., Buyer Perspective)**
 - **CSI "Promises" Successful Completion of Very Complex Systems**
-

CSI PSYCHOLOGY

- **CSI Shifts Control from Inside to Outside**
 - **CSI Is a "Threat and a Promise"**
 - **CSI Is Most Threatening and Most Applicable to the Largest, Most Critical Systems**
 - **CSI May Be the Ultimate "Make or Buy" Dilemma**
-



WHO WILL BUY FIRST

- Users of Very Large Network Applications
 - IS Departments Which are Secure in Their Company Relationships
 - The Most Competent and Aggressive Companies
-



- **Early Buyers Will Be "Innovators"
with Difficult-to-Solve Problems**



- **Since These Systems Will Be Critical to the Companies Acquiring them, they Represent Higher "Risk" to the Buyers.**
 - **This Risk Is Compounded by the Application of a Novel Solution**
-

The first part of the paper discusses the importance of the research and the objectives of the study. It then proceeds to a literature review, followed by a description of the methodology used. The results of the study are presented in the next section, followed by a discussion of the findings and their implications. The paper concludes with a summary of the main points and a list of references.

The research was conducted in a laboratory setting, using a sample of 100 participants. The participants were divided into two groups, each receiving a different treatment. The first group received a placebo, while the second group received the active treatment. The results showed that the active treatment was significantly more effective than the placebo.

The findings of this study have important implications for the treatment of the condition. They suggest that the active treatment should be used as the first-line treatment, rather than the placebo. This is because the active treatment was shown to be more effective in reducing the symptoms of the condition.

There are several limitations to this study. First, the sample size was relatively small, which may have affected the results. Second, the study was conducted in a laboratory setting, which may not reflect real-world conditions. Finally, the study did not include a long-term follow-up, so it is unclear how the results will hold over time.

Despite these limitations, the study provides valuable information about the effectiveness of the active treatment. It suggests that the active treatment is a promising option for the treatment of the condition, and that further research is needed to confirm these findings.

- **One Powerful Effect of CSI--Particularly in Oligopolic Industries--Will Be to Precipitate the Building of Similar Systems by Other Competitors**



- **This will Prevent Any One Integrator From Obtaining Dominance**
 - **We Believe Chances are Slim that the Same Integrator will Develop the Same Systems for Different Competitors**
-



- **This Competitive Aspect Indicates a Higher Likelihood of Several Viable Systems Integrators**
 - **The Key Question: Who Will They Be?**
-



- Each Firm Type Can Claim Certain Competencies and Each Has Certain "Liabilities"



HARDWARE MANUFACTURERS

- **In Place Excellent Relationships**
 - **Able to Identify Opportunities Early**
 - **Historically Weak in Software Skills**
 - **Variable Network Skills (by Vendors)**
 - **"Some" Industry Experience**
 - **Perceived as Non-Objective?**
-

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes the need for transparency and accountability in financial reporting.

2. The second part of the document outlines the various methods and techniques used to collect and analyze data. It includes a detailed description of the experimental procedures and the statistical analysis performed.

3. The third part of the document presents the results of the study. It includes a series of tables and graphs that illustrate the findings of the research. The data shows a clear trend of increasing values over time.

4. The fourth part of the document discusses the implications of the findings. It highlights the potential applications of the research in various fields and the need for further investigation.

5. The fifth part of the document concludes the study. It summarizes the key findings and provides a final statement on the importance of the research.

6. The sixth part of the document includes a list of references and a bibliography. It cites the works of other researchers in the field and provides a comprehensive overview of the literature.

7. The seventh part of the document includes a list of appendices and a glossary. It provides additional information and definitions for the terms used in the study.

8. The eighth part of the document includes a list of figures and a table of contents. It provides a visual representation of the data and a summary of the document's structure.

9. The ninth part of the document includes a list of footnotes and a list of references. It provides additional information and citations for the research.

P.S. FIRMS

- **Good Relationships in Some Firms But Not to Hardware Depth**
 - **Demonstrable Project Management Skills**
 - **Industry Experience**
 - **Questions of Project Scale and Capability**
 - **Lesser Network Capability**
-

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The findings of the study have important implications for the treatment of the condition. They suggest that the active treatment should be used as the first-line treatment, rather than the placebo. This is because the active treatment was found to be more effective and had fewer side effects.

The study was limited by a number of factors, including the small sample size and the lack of a control group. Future research should aim to address these limitations and to confirm the findings of this study.

FEDERAL S.I.s

- **Demonstrated ("Known") Large Project Skills**
 - **Have Performed Integration Work**
 - **May Have Very High Software Skill**
 - **Do Not Have Strong Commercial Relationships**
 - **May Have Plausible Applications Skill Claims**
-



TELECOM. COMPANIES

- Excellent Network Skills
 - Relationships in Companies, but Questions of Quality and Positioning
 - Some Hardware and Software Skills
 - Weakest on their Own--Better in Joint Relationships?
 - Other than AT&T, Participation Limited
-



SOFTWARE PRODUCTS COMPANIES

- Good In-Place Relationships with Moderate Coverage
- In Some, Good Software Development Skills
- Probably Weaker on Networks, Hardware



- **At this Point There Is No Clear Winning Company Type that Meets All Requirements**
 - **Joint Ventures and Subcontracting Relationships May Well Become the Norm**
 - **Actions of Specific Firms from this Point More Important than Background**
 - **Any Capability Can Be Built**
-



RECOMMENDATIONS

- **Consider the Impact of CSI on Your Client Base As a Competitive Alternative**
 - **Consider the Possible Modes of Participation**
 - **Prime Contractor**
 - **Subcontractor**
 - **Informal Relationship**
 - **Co-Venture**
-



- **Because of its Wide-Ranging Nature, CSI Can Profoundly Affect the Industry**
 - **Like any "New" Concept, It Can Alter the Competitive Picture, Creating New Opportunities for Some and Threats to the Established Order for Others**
 - **Adaptation may be Required (at a Minimum) as the Acceptance of Commercial Systems Integration Increases**
-



- **Systems Integration in the Commercial Sector Is Still a Miniscule Factor (only \$128 Million in 1985) but Is Expected to Grow Very Rapidly to about \$500 Million in 1991.**
-

